



Department  
for Environment  
Food & Rural Affairs

[www.gov.uk/defra](http://www.gov.uk/defra)

Julian Munson  
Head of Growth and Economic Development  
South Norfolk Council  
South Norfolk House  
Swan Lane  
Long Stratton  
Norfolk  
NR15 2XE

Our ref: 22107  
Date: 27 March 2015

Dear Julian

Grant Funding Agreement – Food Local Development Orders

We are pleased to inform you that Defra will pay South Norfolk Council with grant funding (the “Grant”) up to the total value of £50,000 Fifty Thousand pounds sterling. The amount is inclusive of any VAT payable.

The Grant is authorised under a Grant Determination under s31 of the Local Government Act 2003 Ref: 31/2564. The funding period will start on 30 March 2015 and end on 20 April 2016.

All invoices should be sent, quoting a valid purchase order number (PO Number), to:

SSCL,  
Lion House,  
Willowburn Trading Estate,  
Alnwick,  
Northumberland,  
NE66 2PF

Within 10 Working Days of your electronic acceptance of this letter, we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice. To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your customer contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment

please contact our Accounts Payable section either by email to [ssd.enquiries@defra.gsi.gov.uk](mailto:ssd.enquiries@defra.gsi.gov.uk) or by telephone 0845 603 7262 between 09:00-17:00 Monday to Friday.

Please confirm your acceptance of the award of this grant by electronically signing the proposal following the guidance provided and using the Authority's e-application system within 7 days from the date of this letter. Please remember to quote the reference number above in any future communications relating to this grant.

Yours sincerely

David Morley  
Category Manager  
Procurement & Commercial Function  
Defra  
Foss House  
Kings Pool  
1-2 Peasholme Green  
YORK  
YO1 7PX

**THIS MEMORANDUM OF UNDERSTANDING (“MoU”)** is between the following parties (the “**Parties**”):

- (1) South Norfolk Council of South Norfolk House, Swan Lane, Long Stratton, Norfolk, NR15 2XE (“**Body A**”); and
- (2) The Secretary of State for Environment, Food and Rural Affairs of 17 Smith Square, Nobel House, Defra, SW1P 3JR (“Defra”).

## **Background**

- A. Body A and Defra have agreed to work together on the Project, as defined in this MoU.
- B. This MoU establishes the responsibilities of the Parties and the general principles for their cooperation.
- C. This MoU is not intended to be legally binding or to create legal obligations or legal rights between the Parties. However, the Parties enter into this MoU intending to honour all their obligations.

## **1. Definitions**

1.1. “**Confidential Information**” means any information which has been designated as confidential by either Party in writing or that ought to be considered as confidential (however it is conveyed or on whatever media it is stored) including information the disclosure of which would, or would be likely to, prejudice the commercial interests of any person or trade secrets or Intellectual Property Rights of either Party and all personal data and sensitive personal data within the meaning of the Data Protection Act 1998 but does not include information which:

- 1.1.1. was public knowledge at the time of disclosure (otherwise than by breach of clause 7;
- 1.1.2. was in possession of the receiving Party, without restriction as to its disclosure, before receiving it from the disclosing Party;
- 1.1.3. is received from a third party (who lawfully acquired it) without restriction as to its disclosure; or
- 1.1.4. is independently developed without access to the Confidential Information.

1.2. **“Intellectual Property Rights”** means patents, utility models, inventions, trademarks, service marks, logos, design rights (whether registrable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, plant variety rights, knowhow, trade or business names, moral rights and other similar rights or obligations whether registrable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off.

## **2. Key Objectives for the Project**

2.1. The Parties shall undertake the Project to achieve the Key Objectives (as set out below).

2.2. Each Party will work to secure any permissions, licences, consents or approvals needed for the Project.

## **3. Principles of collaboration and the Parties’ responsibilities**

3.1. The Parties agree to adopt the following principles (**“Principles”**) when carrying out the Project:

3.1.1. to collaborate and cooperate with each other to ensure that activities are delivered and actions taken as required;

3.1.2. to be accountable to each other for performance of their respective roles and responsibilities as set out in this MoU;

3.1.3. to learn, develop and seek to achieve the full potential of the Project;

3.1.4. to share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;

3.1.5. to adhere to all statutory requirements and best practice (including any relevant Governmental protocols such as the Ministerial and Civil Service Codes) and comply with applicable laws and standards including EU procurement rules, data protection and freedom of information legislation;

3.1.6. to act in a timely manner;

3.1.7. to carry out the Project in such a manner (where relevant) so as to facilitate the delivering of sustainability objectives for Government;

3.1.8. to agree a strategy for managing communication with stakeholders;

3.1.9. to ensure sufficient and appropriately qualified employees and other necessary resources are available and (in case of employees) authorised to fulfil the responsibilities set out in this MoU; and

3.1.10. to act in good faith to support achievement of the Key Objectives and compliance with these Principles.

#### **4. Charges and liabilities**

4.1. Except as otherwise provided in this MoU, the Parties must each bear their own costs and expenses incurred in complying with their obligations under this MoU.

4.2. Both Parties remain liable for any losses or liabilities incurred due to their own or their employees' actions and neither Party intends that the other Party shall be liable for any loss it suffers as a result of this MoU.

#### **5. Intellectual Property Rights**

5.1. All pre-existing Intellectual Property Rights or Intellectual Property Rights developed independently of this MoU ("**Background IPR**") remains the property of the owning Party.

5.2. Any Intellectual Property Rights that arise or are developed in carrying out the requirements of this MoU ("**Foreground IPR**") are vested in and owned by the Party creating or developing those rights.

5.3. Each Party grants the other an irrevocable, royalty free, non-exclusive licence of all jointly developed Intellectual Property Rights owned by it pursuant to clause 5.2 for its own use and exploitation.

5.4. Each party licenses to the other on an irrevocable, royalty-free, non-exclusive basis its Foreground IPR and Background IPR to the extent necessary for implementing the Project.

#### **6. Freedom of Information and Communications**

6.1. Each Party will:

6.1.1. provide to the other party any information in its possession that may be reasonably requested by the other, subject to necessary confidentially constraints, safeguards and statutory rules on disclosure;

6.1.2. consult the other Party before making to any third party any significant disclosures of information under the Freedom of Information Act 2000 and/or

the Environmental Information Regulations 2004 or Code of Practice on Access to Government Information; and

6.1.3. seek the approval of the other Party before externally publishing any information resulting from the use of exchanged data received from the other Party, such approval not to be unreasonably withheld.

6.2. The obligations in clause 6.1 and clause 7 are subject to any government requirements as to transparency which may apply to either or both Parties from time to time.

## **7. Confidential Information**

7.1. Each of the Parties understands and acknowledges that it may receive or become aware of Confidential Information belonging to the other Party whether in the course of the performance of this MoU or otherwise.

7.2. Except to the extent set out in this clause or where disclosure is expressly permitted elsewhere in this MoU, each Party must:

7.2.1. treat the other Party's Confidential Information as confidential and safeguard it accordingly;

7.2.2. not disclose the other Party's Confidential Information to any other person (except their employees, agents and professional advisers to the extent to which such disclosure is necessary for the purposes contemplated under this MoU, and subject to procuring that such persons are made aware of, and comply with, these obligations of confidentiality).

7.3. The obligations of confidentiality imposed by clauses 7.1 and 7.2 do not apply to any Confidential Information to the extent that it is required to be disclosed by a requirement of law placed upon the Party making the disclosure (including any requirements for disclosure under the Freedom of Information Act 2000 and/or the Environmental Information Regulations 2004 or Code of Practice on Access to Government Information).

7.4. The Parties must not use data or information exchanged under this MoU for commercial purposes without the prior written agreement of the supplying Party.

## **8. Term and Termination**

8.1. This MoU commences on 30 March 2015 and (subject to earlier termination on the terms of this MoU) continues until 20 April 2016, which period may be extended by the written agreement of the Parties.

8.2. Either party may terminate this MoU:

- 8.2.1. for any reason by giving 6 months' notice in writing to the other Party;
- 8.2.2. by giving 3 months' notice in writing to the other Party if it reasonably concludes following a review pursuant to clause 9.1 that the Project no longer represents a valuable use of resources in the pursuit of its objectives;
- 8.2.3. forthwith by giving notice in writing in the event of material breach by the other not remedied within 30 days of written notice from the terminating Party; or
- 8.2.4. forthwith by either Party giving written notice to the other Party if events, circumstances or clauses beyond its reasonable control (and arising without its fault or negligence) result in it being unable to comply with its obligations under this MoU.

## **9. Review and audit**

9.1 This MoU will be reviewed annually and whenever substantial changes occur to the policies, external relationships or structures of the Parties.

9.2 Any changes to this MoU will only be effective if set out in writing and signed by both Parties.

9.3 Each Party must:

- 9.3.1 keep and maintain for 6 years after termination of this MoU full and accurate records of the Project and all sums received from the other Party; and
- 9.3.2 on request give the other Party or their representatives such access to those records as may be requested in connection with the MoU or as otherwise required in connection with audit requirements (including, without limitation, audit by the National Audit Office).

## **10. Miscellaneous**

10.1. This MoU does not:

- 10.1.1. Confer any rights on any third party;
- 10.1.2. Limit, supersede or otherwise affect any party's normal operations in carrying out its statutory, regulatory or other duties;

10.1.3. Limit or restrict any Party from participating in similar activities or arrangements with other entities.

10.2. Except as otherwise expressly provided, this MoU constitutes the entire agreement between the Parties with respect to its subject matter and this MoU supersedes all prior agreements, communications and representations, whether oral or written, concerning its subject matter.

10.3. Nothing in this MoU:

10.3.1. creates or is intended to create a partnership or joint venture between the Parties;

10.3.2. constitutes one party as the agent of another Party or the employees, contractors or consultants of one Party as those of another Party;

10.3.3. gives either Party authority to enter into any contract, warranty or representation as to any matter on behalf of the other Party; or

10.3.4. causes one Party to be bound by the acts or conduct of the other Party.



## CONTACT POINTS

### **Body A**

Name: Julian Munson

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### **Defra**

Name: Helen Diplock

Office Address: Area 1B, Nobel House, 17 Smith Square, London, SW1P 3JR

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E-mail Address: [Helen.Diplock@Defra.gsi.gov.uk](mailto:Helen.Diplock@Defra.gsi.gov.uk)

## **Project Overview**

### **Background**

#### **Greater Norwich Food Cluster**

### **Introduction**

Norfolk has the largest agricultural sector of any county in England with total output in 2011 estimated at £1.21 billion. It has 5% of the total UK agricultural output (by value) and a GVA of over £0.68bn (7.7% of the UK total). This proposal sets out the case for a world class Food Enterprise Zone to be located within Norfolk to exploit the strong agricultural, food and drink sector base, good connectivity and world class research base relating to agri-tech, food and Health and life sciences.

The LEP has development and commercialisation of innovation as a high priority. Dedicated Food Drink, Agriculture sector Board under the LEP to be accountable for the development of FEZs

A Food Enterprise Zone in the Greater Norwich City Deal Area will offer a unique opportunity for Norfolk's food sector to capitalise on an emerging knowledge base from the Institute of Food Research, John Innes Centre, Genome Analysis Centre, Sainsbury Laboratory and the University of East Anglia to support economic growth through enterprise, collaboration and skills development advancing the agriculture, food and drink sector not only for Norfolk but for UK Plc as a whole.

The Food Enterprise Zone encompasses a wide geographic area around Easton College and the Norfolk Showground and existing agricultural and commercial land. Although no specific allocation(s) of land are made, Policy 5 of the adopted Joint Core Strategy says that a food and farming hub serving the needs of Norfolk and supporting the agri-food sector in and around greater Norwich will be developed. A Food Hub Supplementary Planning Document has been prepared and adopted jointly by South Norfolk and Broadland Councils which includes more detailed criteria to guide the development of any Food Hub proposal. The Food Enterprise Zone area is well-related in general locational terms for a Food Hub location and can be linked across the Fenland area and onwards into the Midlands

A master plan for the entire Food Enterprise Zone will be developed as part of this scheme which could include up to 50 ha with the intention to release of land over a 15- 25 year period as market demand and the commercial opportunity allows (Appendix 1). The first phase will essentially be 10 ha covered by the Local Development Order. In addition, a site could be identified to accommodate the relocation of the Livestock Market from the City of Norwich.

The provision of additional employment land specifically zoned for the food and drink sector will greatly enhance the sustainable growth of this important economic cluster. As well as direct food chain employment, the continued growth of the food and drink sector is vital to support the agricultural base across the county.

The concept ultimately will be a flagship centralised commercial facility comprising co-located food production, food research, education and ancillary businesses. The zone will also facilitate greater levels of collaborative working within the Norfolk education and research cluster to develop links and knowledge transfer between education, science and industry.

Overall, the Greater Norwich Food Enterprise Zone has the potential to create up to 10,000 new direct and indirect employment opportunities within the Greater Norwich Growth Area and Norfolk as part of a longer term vision and strategy to grow the food and agricultural sector.

South Norfolk Council and New Anglia LEP are leading the case for the Greater Norwich Food Enterprise Zone. Support has already been gained from a number of partner organisations from across industry, government and education including;

- South Norfolk Council [joint project sponsor]
- Broadland District Council
- Norwich City Council
- New Anglia LEP [joint project sponsor]
- Breckland District council
- Easton and Otley ( Agricultural ) College
- Norfolk Showground Ltd
- Anglia Farmers Ltd
- Lanpro
- Honingham Thorpe Farms

### **Other Interested Parties**

Norwich Research Park is home to six leading research organisations, employing around 3,000 scientists and over 40 science and technology based businesses. It has one of the largest concentrations of agri-food research in the EU including four world renowned research institutions all co-located within a 1 km radius. Ideally situated within the proposed New Anglia Food Enterprise Zone, businesses are able to take advantage of the cutting edge R&D and advanced technologies being developed to implement improvements across the entire food chain from crop breeding to food processing.

Norwich Research Park offers high quality laboratory and office space for locating business in a supportive environment, providing opportunities for companies to

access knowledge and innovate through networking and collaborations with the science community. In addition the Park has a development zone of over 128 acres available for commercial R&D expansion where growing, established businesses and inward investing companies can design their own property solutions to meet their growing business needs.

### **The current site**

The Greater Norwich Food Enterprise Zone is proposed to be located close to Norwich to the west of the village of Easton and adjacent to one of the A47 trunk road junctions which serves the city.

The A47 runs east/west through Norfolk, connecting the port of Gt Yarmouth to King's Lynn and then beyond to Peterborough and the Midlands and via the A17 to Newark (Nottinghamshire). Easton is 10 kilometers from the A47 interchange with the A11, which connects Norwich to Cambridge and, via the M11, to London.

The Norwich urban area has a population of around 210,000. The wider urban area is undergoing significant growth, which is set out in the Joint Core Strategy for Broadland, Norwich and South Norfolk; this has been jointly prepared by the three authorities in conjunction with Norfolk County Council.

Easton itself forms part of that growth, with 900 homes being planned south of the village and further growth planned in conjunction with the adjoining parish of Costessey, including another 500 homes and the expansion of the Longwater strategic employment area. This builds on a sustained growth of over 2,000 homes and employment and retail development in recent years. Given the concentration of growth in the immediate vicinity, extensive work has already been undertaken into the infrastructure requirements in the area, particularly focusing on access arrangements at the two A47 trunk road junctions and the surrounding road network. This work has taken account of the potential for a Food Hub in the vicinity and appears in the New Anglia LEP Strategic Economic Plan

The site is to the west of Norwich, adjacent to the village of Easton and south of the A47 trunk road and is currently in agricultural use. The wider surrounding area to the north, east and south is also predominantly agricultural. Consequently the site is relatively physically unconstrained.

The Food Hub Supplementary Planning Document will prove a useful starting point for any future master planning of a site and the creation of a Local Development Order.

## **The Proposal**

The proposal is to formulate a Local Development Order to cover a 10ha site as the initial phase of a Food Enterprise Zone. The 10ha would be to the west of Easton, as described above, and would form part of a potentially larger zone, once successful implementation of the initial phase is underway. The larger Food Enterprise Zone site would be masterplanned alongside the preparation of the LDO which could also facilitate relocation of the Norwich Livestock Market. The LDO would determine the uses and other criteria already outlined in the SPD and provides the detail about the design codes, plot ratios, parking ratios etc.

Further details regarding the precise extent of the Initial 10 ha will emerge from the master planning process, taking into account infrastructure and environmental constraints.

## **Why here?**

The proposed site for the Greater Norwich Food Enterprise Zone is strategically located within one of four Growth locations identified by the Strategic Economic Plan (New Anglia).

This site is considered to be the optimum location because it is situated:

- At the centre of Norfolk allowing the site to serve the agricultural sector across the county (and beyond into Suffolk/Cambs);
- By the A47 Norwich Southern Bypass, with good links west on the A47/A17 to the North and East Midlands, A47/A11/A14 to London, the South East and West Midlands. The A11 has recently been dualled with this corridor presenting excellent links into Greater London and Greater South East;
- Site of Prime Minister's announcement [Oct 2014] for dualling of A47 – great opportunity to include marry road infrastructure with growth opportunity in a key sector
- Digital connectivity to the area - due to have access to higher speed broadband service of 15-80 Mbp by end of 2015 as part of the Better Broadband for Norfolk rollout programme;
- Adjacent to Easton & Otley (Agricultural) College with a range of specialist educational and vocational opportunities including the Centre for Contemporary Agriculture;
- Adjacent to the Norfolk Showground, home of the annual Royal Norfolk Show and a major events/conference venue; Custom built Food Hall & Exhibition showcases products

6km from the Norwich Research Park is home to six leading research organisations, employing around 3,000 scientists and over 40 science and technology based businesses. It has one of the largest concentrations of agri-food research in the EU including four world renowned research institutions all co-located within a 1 km radius. Ideally situated within the proposed New Anglia Food Enterprise Zone, businesses are able to take advantage of the cutting edge R&D and advanced technologies being developed to implement improvements across the entire food chain from crop breeding to food processing.

Norwich Research Park offers high quality laboratory and office space for locating business in a supportive environment, providing opportunities for companies to access knowledge and innovate through networking and collaborations with the science community. In addition the Park has a development zone of over 128 acres available for commercial R&D expansion where growing, established businesses and inward investing companies can design their own property solutions to meet their growing business needs.

- Part of a cluster of major food companies e.g. Pasta Foods, and a dynamic supply chain of small and medium sized enterprises and entrepreneurs positioning Norfolk as one of Europe's leading locations for agriculture, food and drink.
- A short distance from the Hethel Innovation Ltd (Engineering Centre) with a particular focus on promoting innovation across sectors including advanced engineering (including activity related to the important food engineering subsector and agri tech).
- A short distance from the logistics Hub based at Snetterton.

Norfolk has the largest agriculture sector of any county in England with key strengths in main product categories and in several products produces over 20% of UK output:

- Over 40% for turkeys
- 35% for sugar beet
- 27% of ducks
- A number of other products are over 10%
- Vegetable and salad crops

in addition Norfolk has many of the key 50 businesses in FDA that turn over £50m

The wider Norfolk/Suffolk LEP area is also strong in cereal crops (12% of the UK total), vegetables (20% of the UK total) and potatoes (20% of the UK total).

In contrast, Norfolk only has 3% of the national food processing sector. Much of the agricultural produce from Norfolk is transported elsewhere to be processed and add value. The Food Enterprise Zone therefore presents a significant opportunity to focus more on processing Norfolk's agricultural output in the county (minimising food miles and environmental impact) and on higher value food products and activities with higher GVA (as indicated in the following table).

<b>Sector</b>	<b>New Anglia GVA per employee £<sup>1</sup></b>	<b>Norfolk Employees <sup>2&amp;2</sup></b>
Agricultural suppliers	50,500	3,000
Agriculture	30,600	12,300
Food processing/wholesale	52,400	9,600
Catering	15,900	15,000
Food retail	19,900	12,000
Food related haulage	40,500	1,600
Research and development	-	2,700
New Anglia Whole Economy	27,200	-

<sup>1</sup> FFREB (2013), The Food and Farming Sector in the New Anglia Area V3

<sup>2</sup> Improve Ltd (2010), The Food and Drink Manufacturing Industry in the East of England - LMI profile 2009/10

The existing food cluster comprises a diversity of companies from micro and small businesses to major national and international companies the strength of which has led to a number of significant inward investment enquiries from both national and international food related organisations over the past 18 months.

The Greater Norwich Food Enterprise Zone will present major commercial development opportunities from new inward investors and high growth businesses operating within the sector locally seeking space to expand.

**The proposed Food Enterprise zone once fully developed, would be expected to deliver the following outcomes and added value:**

- Maximising the economic multiplier effect, exploiting current and predicted economic growth in the food chain from 'field to fork'
- Maximising added value to agricultural products grown or reared within the county
- Enhancing self-sufficiency within the sector
- Helping to address national and global food security issues
- Creating long term sustainable jobs for skilled and semi-skilled workers within the area
- Attracting new inward investment into the county, growing the size of the agri-food sector overall
- Showcasing Norfolk's Food and Drink sector including promoting the area's world class R&D expertise
- Demonstrating and promoting innovation in the agriculture, food and drink sectors and encouraging knowledge transfer across the various sub-sectors (with opportunity to promote best practice and learnings across the UK)
- Strengthening the links with Science and Education in relation to consumer education (supporting the NHS and health promotion)
- Supporting new entrants to the market, facilitating business start-ups and high growth enterprises and identifying the potential for pilot/small scale business incubators
- Provide greater support to direct farm retailers and independent food sellers, presenting an opportunity to promote retailers and markets in a more collaborative way, enabling them to access markets more efficiently



- Enhancing the potential for growing the network of support and expertise within the New Anglia LEP area
- Enhancing agricultural productivity within the New Anglia LEP area and the UK economy

**Key reasons for supporting the development of the Food Enterprise Zone for the Greater Norwich Growth Area:**

1. Supports the key ambitions and aspirations of the New Anglia LEP, the Greater Norwich Growth Board and the Joint Core Strategy in stimulating and delivering growth and job creation in the key sectors of Food, Drink and Agriculture, Agri-Tech and Life Sciences;
2. Unlock potential in the food chain activity within Norfolk and New Anglia LEP area to deliver:
  - a. Increased quantity and quality of job opportunities, enhancing skills base
  - b. Added value food production and enhancement in supply chain efficiencies
  - c. Increase in international investment into the food sector
  - d. An increase in exports of food based products working with partners UKTI
  - e. Enhancement of local self-sufficiency and reduction in food miles
3. Strengthened ties between industry, research and education sectors for the overall benefit of the food sector with a particular focus on promoting innovation and knowledge transfer;
4. Strengthen the case for the UK's bid to secure a Knowledge Innovation Community (KIC) *Food4Future* for the UK and Ireland. If the bid is successful, the UK will succeed in securing the biggest EU initiative to drive increased innovation from European portfolios of world class research with indicative budgets in the 100 million Euro range and 15 year operating plans.
5. Strengthen the case for a locally based Catapult Centre on Food and Health
6. A simplified approach to planning and development within the LDO area to enhance the speed and scale of commercial development, bringing forward key strategic employment sites to help sustain growth in this sector;
7. Provision of long term certainty and confidence to landowners, developers, businesses and investors about the type and form of development;

8. Develop a stronger case for infrastructure and access enhancements on the A47 adjacent to the proposed Food Enterprise Zone;
9. Strengthen the tourism product within New Anglia area (worth £1.3bn) through the promotion of the high quality local food and drink offer and
10. Establish a 'future proofed' Food Enterprise Zone based on promoting innovative growing techniques and 'Clean tech' production in line with the aspirations of New Anglia LEP Green Economy Pathfinder.
11. Opportunity to relocate livestock market to release key development land within the urban city.

## Reporting

Progress on the establishment of the LDO should be reported to Defra on a quarterly basis. This should focus on progress towards meeting those activities and milestones as detailed in the project plan / business case. These reports should be a maximum of 4 sides of A4 and should detail whether the project is on track with the timetable including tasks successfully achieved, barriers encountered and a review of the stated risks and opportunities.

Once the LDO is in place, quarterly reports should continue to be submitted and should focus on progress towards meeting the objectives / outcomes of the Food Enterprise Zone. These should provide details as set in the project plan / business case and also include clear monitoring of the key performance indicators / measures of success as well as tasks achieved, barriers encountered and an on-going assessment of risks and opportunities. These should be a maximum of 4 sides of A4.

Reports should be sent to Helen Diplock ([Helen.Diplock@defra.gsi.gov.uk](mailto:Helen.Diplock@defra.gsi.gov.uk)) no later than the end of each quarter (June, September, December, March). The first progress report should be submitted no later than 30<sup>th</sup> June 2015. The last quarterly report, submitted no later than one month after completion of the work, should provide a clear assessment of the outcomes achieved, substantiated by robust quantitative measures and the views from those involved. The final report should be no more than 8 pages of A4 and should provide a holistic review of the experience and achievements, as well as potential future opportunities and appropriateness of extension to other areas.

Defra is committed to a review of the FEZ pathfinders and may request additional monitoring and performance data, either directly or through an independently-appointed contractor. Access to the information requested and possible access to key individuals engaged in the FEZ should be provided in a timely way.